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**The Impact of Job Training, job satisfaction and Alternative
Job Opportunities on Job Turnover in Libyan Oil Companies**

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Abstract

Job turnover has been a longstanding concern to academic researchers whereby numerous researchers have resulted in the classification of factors that cause turnover intentions among employees. Both Western and Asian context has been well explored, but the literature remain scant on the issue in the context of North African countries especially Libya. This study is an attempt to address the gap in literature and aimed at determining the relationship amid training, job satisfaction and alternative jobs on employee turnover in the Libyan oil sector. The correlation findings revealed that training has insignificant relationship with job turnover, whereas job satisfaction and alternative job are positively related to job turnover. Finally, recombinations are made for future research and implications for Libyan oil companies to improve their practices.

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Keywords: Training, Job Turnover, Libya

1. Introduction

Job satisfaction is the most widely studied work-related attitudes in the fields of organizational psychology, and organizational behaviour. Copious literature discussing the relationship between provision of training, job satisfaction and turnover is based on the human capital theory utilizing quantitative approaches abundance of empirically the linkages between training and job turnover [1] Regardless of the literature, the existing empirical researches suggest that the relationship is not straightforward; with mixed findings on the relationship between training and job turnover. Further to that,

most of these studies were conducted in developed and developing economies of the West and Asia, but the literature remain limited on the subject matter in the North African context, especially in Libya. To respond to this gap in literature, this research seeks to examine relationship between training, job satisfaction, and job opportunity with job turnover in the Libyan Oil Sector.

Human capital theory predicts that workers tend to invest in job training and are expected to work longer [1]. Correspondingly, high performance working system practices' on job satisfaction contribute directly to the organization performance [30]. This discussion in literature provides the impetus to examine the relationship between training, job satisfaction, and job opportunity with job turnover in Libyan Oil Sector.

1.1 Training

Training and development practices constitute one of the most important ways to assist personnel in gaining new knowledge and skills required to adhere to competitive standards [25]. Studies have suggested that human resource practices such as extensive training would create a sense of organizational support [18; 17]. Providing career development opportunities via training and development of employees is increasingly recognized as an important aspect of best human resource management practices [29].

1.2 Job Turnover

Job turnover occurs when an employee leaves a specific job or organization permanently and his/her services are no longer available [13]. As a result of job turnover, new employees must be hired. Recruitment, selection, hiring, placement, training and separation are among the direct costs related to job turnover. The actual turnover is more difficult to predict than turnover intention [4]. Job turnover can be predicted by turnover intention [26].

1.3 Job satisfaction

Job satisfaction as one of the most researched work-related variables has been shown to negatively influence undesirable employee behaviour, such as absenteeism and turnover intentions [11;28]. Managers struggled to understand how they could minimize turnover and this generally led them back to the need to understand their employees perceptions of satisfaction.

1.4 Alternative Job Opportunities

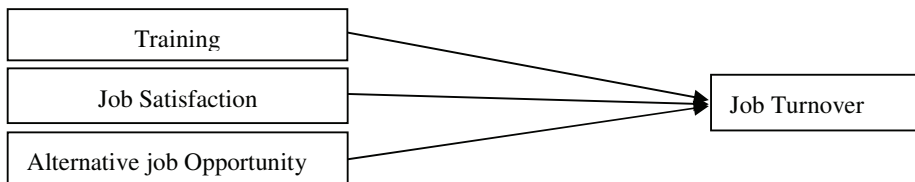
Another possible predictor of turnover intentions is perception of alternative job opportunities among the employees [20]. Alternative opportunities may exist when employees feel other employers can better address their needs as employees [8]. Next section of the paper discusses the variables relationship as perceived in this study.

2. The relationship between variables.

Employees exhibit the intention to leave an organization when training is inadequate for a job [22]. Many researchers found a negative relationship between training and turnover intention [7; 2]. However, other results did not confirm past researches, but showed contrary findings. People who were more satisfied with their access to training programs were more likely to leave [21]. Also, there is a significant negative correlation between turnover intentions and job satisfaction [14; 6]. Other study found positive relationship between job satisfaction and turnover intention [8]. Other kind of results which found that job satisfaction does not have any significant relationship with turnover intention [5]. Also, significant positive correlation between perceived alternative job opportunities and turnover intention [12; 20].

The conceptual framework contains the training and, satisfaction and alternative employee opportunity as independent variables, while job turnover is dependent variable. Figure 1 represents the relationships among variables.

Figure 1



3. Methods

Questionnaire has been used to measure the research result as it allows the collection of primary data in an inexpensive way within a short period of time from a large number of respondents. The questionnaire was adapted from past researchers to measure training, job satisfaction, alternative job and job turnover [19; 23; 15; 9].

All of the questionnaire's items by five-point Likert scale ("1" Strongly disagree to "5" Strongly agree).

4. Results and Findings

The data was tested using Pearson's correlation analysis to look at the relationships among the variables. The results, which are based 430 respondents representing 11 Libyan oil firms are shown in table 1.

Table 1: Correlation between variables

Variable		Training	Job Satisfaction	Alternative job	Job Turnover
Training	Pearson Correlation	1	.081	.046	.001
	Sig. (2-tailed)		.094	.345	.985
Job Satisfaction	Pearson Correlation	.081	1	.096(*)	.177(**)
	Sig. (2-tailed)	.094		.047	.000
Alternative job	Pearson Correlation	.046	.096(*)	1	.243(**)
	Sig. (2-tailed)	.345	.047		.000
Job Turnover	Pearson Correlation	.001	.177(**)	.243(**)	1
	Sig. (2-tailed)	.985	.000	.000	

* Correlation is significant at the 0.05 level (2-tailed) ** Correlation is significant at the 0.01 level (2)

Based on person correlation coefficient output shown in table 1, it indicated that the correlation between training and job turnover is 0.001, which means that is insignificant relationship. It also shows a significant positive relationship between job satisfaction and job turnover ($p = 0.177$). Finally, there is significant positive relationship between alternative job and job turnover ($p = .243$).

5. Discussion and Conclusion

This study adds to the growing literature on human resources management (HRM) by examining the stated relationship of training, job satisfaction and alternative job on turnover. This study clearly explains all three variables and their connection to turn over. First set of results provide no significant evidence of relationship between training and job turn over. As discussed in the beginning that many empirical studies that studied the relationship between training and job turnover also reported the insignificant relationship between these two variables. Study found that no relationship between job turnover and training intensity or length of training [3]. Also weak evidence for this relationship found [27; 16].

Employees tend to satisfy with their job when they have effective and closed supervision, training as ongoing learning for them in workplace and good pay. The analysis suggested a positive relationship between job satisfaction and job turnover. Very few empirical studies reported a significant positive relationship between job satisfaction and turnover [8]. Job satisfaction may be only part of the answer to the problem of job turnover other factors such as occupational level, condition of the labour market chances of obtaining other employment [10]. An increasing of job satisfaction will lower turnover rates among the employees. Thus, it obviously shows that job satisfaction is negatively associated with turnover. Practically, the ideal scenario would result in a significant negative relationship between job satisfaction and job turnover, but the outcome of the data presented the trend, which is vice versa. Third, the analysis suggested a positive relationship between alternative job and job turnover, this output remain consistent with many previous researchers findings [12; 20]. This suggests that job market is plentiful; an employee's willingness to quit will increase if the perceived job market perceived opportunities are lucrative and attractive.

Organizations are committed to achieve higher productivity, whereby employees are deemed as functioning organizational system. This paper proffers that various human resource management practices generate favourable approach on job training and job satisfaction, which is expected to explicate reversely on job turnover.

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